



CASE STUDY

CIGNA HEALTHCARE OF ARIZONA

CIGNA is implementing a nationwide E*Work program for its employees. The E*Work program provides infrastructure support for employees to work effectively from any E*Work location, including travel, at another CIGNA facility, at a client location or at home. E*Workers are fully equipped by CIGNA and are typically E*Working three or more days per week. CIGNA has about 2,500 E*Workers nationwide with more than 8,000 additional remote workers.



Industry:

Healthcare

Location:

Phoenix, AZ

Statistics:

- 44 E*Workers in Phoenix and 2,500 nationally
- E*Workers typically work three to five days per week
- Program began in November 2001

"We are trying to create more freedom for people...It may help us to attract from a larger work force base as well as retain people... And it may allow us to cut back on costs related to real-estate growth."

– David Brumbaugh
VP of Human Resources

E*Work is defined by CIGNA as any employee who can successfully perform his/her job functions without being location dependent to a CIGNA facility. Employees who are willing to give up their office space are set up at home with dedicated office equipment and connectivity.

*Why CIGNA began an E*Work program:*

- Attract and retain a highly talented and diverse workforce
- Improve opportunity to recruit from a broad geographic market
- Increase retention among both E*Work and non-E*Work populations
- Offer a superior return on investment and the opportunity to invest savings in new technology

- Increase performance
- Enhance management skills
- Increase technology standards for hardware, connectivity and service
- Add flexibility within the real estate portfolio through the creation of "TouchDown" space
- Increase work/life balance
- Support for business resumption planning



CIGNA HealthCare
of Arizona

*Selection criteria for E*Workers:*

- Pilot members were a mix of current remote workers and employees new to E*Work
- Applications were completed and required managerial approval
- Program enrollment approval included:
 - business acumen
 - business suitability
 - work-related skill sets such as independent thinking, excellent team interaction, good communications capabilities and problem solving skills
 - measurable job objectives
 - job performance
 - adequate work environment at the E*Work location
 - broadband connectivity at the E*Work location
 - agreement to compliance and policy requirements
 - continued support for child, elder or pet care needs

*Departments that E*Work:*

Compliance, Case Implementation, Sales, Finance and Nurses

Equipment and services that CIGNA provides (with management approval):

- Computer (laptop or desktop depending on job requirements)
- Monitor, keyboard and mouse
- Printer/Fax/Copier

- Shredder
- Furniture
- Telephone
- High-speed Internet connection
- Technical support (internal and external to the firewall)
- Training

Technology specifics:

- All remote workers have VPN (Virtual Private Network) client software installed on their PC along with a software firewall to provide a secure tunnel over the internet to the CIGNA network
- Business rules and cost caps are established for ordering DSL, Cable, and ISDN data lines
- All hardware, peripheral equipment and business applications are tested for broadband compatibility
- All technology hardware, services, and connectivity must meet information protection requirements

Challenges:

- Ensuring that employees had the correct technology and connectivity in place for E*Working
- Working through local culture and acceptance to E*Work opportunities
- Validating financial models
- Enabling strong communication protocols among managers, E*Workers and coworkers
- Enhancing measurable attributes of E*Workers' job objectives
- Developing and implementing administrative guidelines

How the program started:

Phoenix was the first group to enroll in E*Work via the new automated CIGNA E*Work Web application. Prior to enrollment, a series of seminars were hosted with management and staff in Phoenix to explain the E*Work program, processes, benefits and criteria. The E*Work team worked closely with management during the application and selection process to finalize the candidates. They also helped develop future opportunities for employees that were denied enrollment in the pilot. Extended E*Work team partners, including Systems Real Estate and Human Resources were engaged to assist with technology, equipment and support provisioning. Managers, E*Workers, and co-workers participated in a day-long training session prior to the start of the E*Work experience. This training included "what's

different about E*Work," "identification of work patterns," "administrative requirements," and "challenges" faced by managers, E*Workers and their peers. Additional one-on-one or small group training sessions were held for E*Workers by the local LAN Operations staff to familiarize the E*Worker with the equipment and log-on steps.

*The TouchDown Space meets the needs of the E*Work population by offering shared workstations at an existing CIGNA facility.*

CIGNA Healthcare of Arizona opened its first E*Work TouchDown Space in May 2002. The TouchDown Space meets the needs of the E*Work population by offering shared workstations at an existing CIGNA facility. These workstations and

meeting rooms can be utilized on a first-come, first-served or reservation basis. They are designed to reflect the E*Workers' work patterns and can support various needs including individual or collaborative activities, presentation areas, privacy, or even training.

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